

# 2013

## Office of Economic Development Business Plan



City of Sugar Land

## OFFICE OF ECONOMIC DEVELOPMENT BUSINESS PLAN

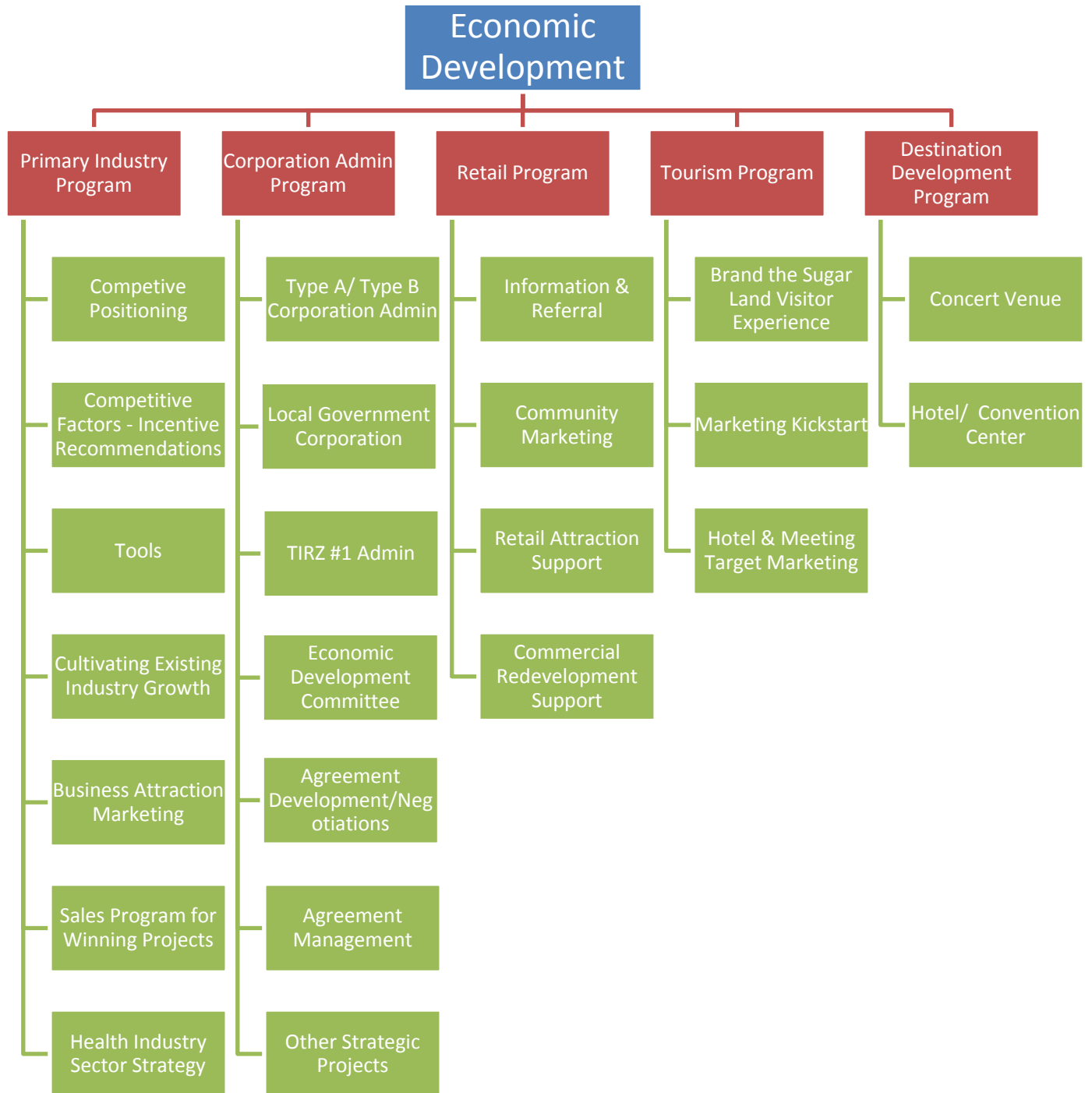
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# OFFICE OF ECONOMIC DEVELOPMENT 2013 BUSINESS PLAN

## FUNCTIONAL STRUCTURE



## 2013 PROGRAM OF SERVICES

### PRIMARY INDUSTRY PROGRAM

#### PROGRAM SUMMARY

The goal of the primary industry program is to strengthen Sugar Land as a business center of excellence through the attraction and expansion of targeted businesses that provide high quality jobs for our community's residents.

In order to present Sugar Land in a competitive manner that is relevant, it is important to understand our target audiences' points of view and shape a compelling message for marketing and sales efforts that will resonate with our prospects.

In 2011, the Sugar Land City Council approved a 5-Year Strategic Roadmap for Economic Development which included the establishment of a Target Industry Analysis to identify recommended business sector targets for recruitment efforts. These industry sectors include primary industries of financial services, health care, corporate headquarters, pharmaceuticals, scientific & medical instruments, other research activities and energy industry suppliers. In addition to company targeting, other target audiences for Sugar Land are "key influencers" such as site selection consultants, real estate brokers, real estate developers, incentive consultants and tax advisors.

#### SERVICES AND SERVICE LEVELS

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##### Service: Competitive Positioning

Focusing on target's needs and issues will set Sugar Land apart from the competition to capture attention, leading to increased awareness of Sugar Land, more leads generated and ultimately more deals won. This information is the foundation for the sales and marketing program.

##### Activity: Key Message Platform

- *Update and/or create key messages as they relate to recruitment, retention and quality of life.*
- *Utilize key messages consistently in all marketing and sales materials and programs.*

##### Activity: Research

*Research and develop annual data materials for proposals, website and marketing materials and conduct ongoing research on targeted industries to include Google alerts, industry website reviews, follow industry leaders and bloggers via social media, and compile industry terms and issues to better craft industry specific messages.*

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## **Service: Competitive Factors - Incentive Recommendations**

Sugar Land's competitors are continually changing and improving; Sugar Land must be on the track of continual improvement too. Regardless of Sugar Land's current strengths, there are areas that could be improved to make the City's competitive advantage even stronger. In addition to improving basic site selection factors, there is opportunity to fortify Sugar Land's leadership as a cutting-edge community within the Houston region with new initiatives for sustainability.

### **Activity: Future Business Park**

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- *Monitor prison closing status and conduct planning for business park feasibility, environmental scans, and platting.*
- *Procure rights to land or solicit developer.*
- *Assist with infrastructure, road development and site marketing.*

### **Activity: Development Process**

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- *Develop flowchart illustrating steps of the entitlement process. Present on website and in proposals.*
- *Work with city departments to assist client (companies and developers) to streamline projects through the entitlement process.*
- *Develop and post flowcharts illustrating steps of the development process on the websites and in pdf format for proposals.*

### **Activity: Incentives**

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- *Continue to utilize the City's economic development incentive policy for determining projects of merit and communicating your position for cash incentives and tax abatements.*
- *Develop creative incentive offerings by packaging non-cash incentives, such as speed through the development process and other services, as well as coordinating potential non-city resources (utility incentives, energy efficiency incentives, coupons from local retailers and service providers to encourage local B2B, etc.)*
- *Develop case studies on successful projects and what the company did to "earn" the incentive package.*

### **Activity: Sustainability Initiatives**

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- *Assemble business resources for helping companies implement sustainability practices, such as energy efficiency, sourcing "green" products, waste deferral, purchasing renewable energy, installing renewable energy generation equipment, water reuse, design and development, etc.*
- *Develop case studies about Sugar Land businesses that implement "green" practices.*
- *Identify LEED and Energy Star buildings located in Sugar Land. Note on available properties listings.*
- *Enhance internal transit opportunities within the City providing viable, first-class options for residents to live, work and move about in Sugar Land in a sustainable, "green" manner..*

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## **Service: Tools**

To increase the number of leads and local business outreach visits, it will be important to dedicate appropriate resources and work efficiently. With the use of communication, tracking and data analysis tools, and thoughtful collateral materials, Sugar Land will be equipped to more effectively carry out business attraction, retention and expansion programs.

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## **Activity: Economic Development Website**

*Use to present key messages and data; update at least monthly to optimize search engine results.*

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## **Activity: Communication Tools**

- *Implement electronic messaging software (Constant Contact or Executive Pulse) for monthly, quarterly and/or yearly publications such as newsletters and reports.*
- *Establish social media tools/accounts to include: a social media policy for Economic Development activities, LinkedIn office and staff, Facebook and Twitter accounts.*

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## **Activity: Analysis Models**

- *Comparative operating costs analysis model to prove Sugar Land's cost advantages compared to other cities.*
- *Economic and fiscal impact analysis to determine return on investment for incentives and comprehensive evaluation of projects.*

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## **Activity: Collateral**

- *Update and generate an aerial map.*
- *Generate/update a concise family of collateral to include an Economic Development Guide, community profile sheet, tri-fold folder and pdf/PowerPoint templates.*
- *Develop an Economic Development graphic standards guide.*
- *Create a specific value proposition for each target industry by developing PDF files for "print on-demand" collateral with more information available on the website.*
- *Document and generate case studies of local businesses to illustrate their success in Sugar Land. Make these available as a PDF on the website as well as through email.*
- *International collateral – identify specific countries of interest and translate the community profile piece into that language.*

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## **Activity: Lead Sources**

- *Gather lead information from site consultant lists, annual subscription for contacts from various sources and company lists.*

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## **Activity: Client Management**

- *Purchase and utilize Executive Pulse contact management system for the department.*

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## **Service: Cultivating Existing Industry Growth**

Sugar Land has achieved a level of business concentration to be recognized as a Regional Employment Center. A strong business retention and expansion program is critical to demonstrate the City wants and appreciates existing businesses. If they were to close or relocate, there would be a substantial negative impact on Sugar Land's economy. Local business expansions account for 70 to 80% of all new jobs in the United States. It is vital that the City continue to build relationships with local businesses in light of the fact that Sugar Land's businesses may be another community's business attraction target. The action items for this strategic initiative elevate the attention on local primary industry businesses and expand connections to resources for these local businesses.

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### **Activity: Research**

- *Gather information from company websites and other public sources.*
- *Record research findings in contact management system.*
- *Track news and issues related to local operations in order to raise awareness of "red flags" or company successes.*

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### **Activity: Outreach Meetings**

- *Regularly scheduled meetings with major local businesses, Economic Development representatives, and City leadership to maintain open lines of communication.*
- *Develop and implement survey to track needs, issues, and expansion opportunities of existing businesses.*
- *Document results, findings and any follow-up needed in contact management database.*

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### **Activity: Local Manager Roundtables**

- *Host regular meetings for business managers to discuss issues, concerns and build relationships with local business managers.*
- *Create LinkedIn groups to regularly communicate and share information.*

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### **Activity: Training Partnerships**

- *Expand partnerships with University of Houston and Wharton County Junior College to engage business leaders for public speaking and teaching classes.*
- *Align training resources to support existing business operations.*

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### **Activity: Business Recognition Program**

- *Recognize local businesses for job growth, sales growth, new products, employee programs, and sustainability initiatives.*
- *Issue news releases as necessary and update website news section.*
- *Develop case study on each company recognized.*



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## **Service: Business Attraction Marketing**

Sugar Land's annual volume of leads is comparably lower than more high-profile city economic development programs. Local leads will naturally come to Sugar Land as a result of its premier location in the Houston region. However, will these leads represent industries of interest to Sugar Land that contribute to the goal of providing high quality jobs for residents? It is important to influence how Sugar Land is perceived in the minds of target audiences as a preferred location for specific industries. A strategic approach to maximize exposure through diverse channels will be necessary due to limited staff time for marketing. In addition, regional exposure should be increased to establish Sugar Land as the premier location in the Houston area for jobs, entertainment and quality of life.

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### **Activity: Media**

- *Generate news releases to regional and state channels.*
- *Generate messages to local and national bloggers in the economic development field for community exposure.*
- *Create and propose a social media plan to utilize Facebook, LinkedIn and Twitter as a communication tool for the Office of Economic Development and the business activities that it is involved in.*

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### **Activity: Advertising**

- *Research, subscribe and/or update all online economic development directories.*
- *Create a comparison report on all publications to determine ROI and establish the best practices for utilizing those publications. Revisit annually to re-align priorities for each year as they may change.*

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### **Activity: Leverage Marketing**

- *Review the annual schedule of events and marketing programs of strategic partners to determine Sugar Lands' involvement.*
- *Schedule and prioritize attendance at the beginning of each year.*
- *Leverage funds to increase frequency with Tourism where crossover audiences are identified.*

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### **Activity: Industry Specific Campaigns**

- *Research a prospect list of companies that are in the targeted industries that have been identified for year.*
- *Generate and disperse direct and electronic communications to the prospect list.*
- *Prospecting calls/meetings, both domestically and internationally.*

### **Activity: Key Influencers – Regional Marketing**

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- *Attend networking conferences to interact with regional site location consultants and brokers.*
- *Generate direct or electronic mail communication based specifically on site selector/broker preference.*

### **Activity: Key Influencers – National/International Marketing**

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- *Attend networking conferences to interact with international site location consultants.*
- *Generate direct or electronic mail communication based specifically on site selector preference.*

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### **Service: Sales Program for Winning Projects**

Although Sugar Land has been successful with new business attraction, there is room to make the sales program more aggressive and proactive so that a greater percentage of leads convert into wins. Effective proposals and interactions with companies and key influencers not only pave the way for attracting more companies to Sugar Land; a successful sales program contributes to a positive reputation which results in more leads and attention as a place for successful business ventures.

If Sugar Land wants to compete effectively in the global economy, sales efforts should not be limited to within the US border. Also, since projects often take 24 to 36 months from the time of lead generation to transpire into a win, success requires a consistent effort with adequate dedicated resources.

### **Activity: Company Direct Sales**

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- *Review past clients in portfolio and determine if they should be contacted; the economy is improving and decisions formerly put on hold may be reignited into active status.*
- *Conduct prospect intelligence to better understand needs, operations, current situation and future plans.*
- *Visit major prospects at current location or headquarters (US or international location) to better understand issues, needs and demonstrate Sugar Land's interest in their project. If a company is seriously considering Sugar Land, this strategic sales effort will make a positive impression about Sugar Land's business climate and sincere interest in recruiting the company.*
- *Develop customized proposals that make a compelling argument for a Sugar Land location decision.*
- *Plan, prepare and conduct site visits, engaging relevant economic development partners as a team to present and prove Sugar Land's business case for the specific company and project.*
- *Complete comprehensive due diligence and financial analysis for any incentive package and preparation for negotiations.*
- *Conduct exit interviews. Wins – for case studies and news releases. Losses – for weaknesses and areas of improvement.*

### **Activity: Key Influencer Sales Calls**

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- *Schedule and conduct regular visits with regional brokers, based on prioritized list. These meetings could take two forms: (1) presentations to key broker offices during their sales meetings; (2) One-on-one informal meetings with top ten or twenty brokers in Houston metro area. Prioritize contacts based on alignment to Sugar Land's targets.*
- *Outbound visits to site selectors – scheduled with outbound meetings to existing business headquarters or parent companies, company prospect visits, Texas One marketing missions, Team Texas events, and networking or professional development conferences.*

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### **Service: Health Industry Sector Strategy**

Sugar Land is home to top-tier medical facilities and a multitude of local medical professionals interact and depend on this cluster. The City's economic development efforts should not overlook this important high-paying and large employment sector. The nature of this sector requires a different economic development approach focused on industry-specific approaches, implemented by an employer-driven partnership of relevant systems and stakeholders. This approach relies on strong partnerships of employers and stakeholders to make informed decisions for solutions that will provide quality jobs and advancement opportunities for workers. In this way, sector strategies are more responsive to industry demand than traditional services because they are problem-solution oriented, not program oriented; address needs interdependently, not independently; and work with employers in an industry collectively, not as individual firms. This initiative crosses over business retention and attraction efforts.

### **Activity: Health Industry Cluster:**

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- *Work with local industry leaders to bring key people together.*
- *Conduct group listening sessions for medical stakeholders regarding their needs to remain competitive and opportunities to grow.*
- *Link efforts to other institutions and regional activities.*
- *Identify missing sectors for recruitment efforts.*
- *Engage education and workforce development representatives in the planning and training process.*

### **Activity: Group Communications:**

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*Host LinkedIn Group for Sugar Land Health Sector.*

### **Activity: Position for Industry Leadership:**

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- *Develop website for Sugar Land's Health Sector and present information on cluster components, initiatives and case studies.*
- *Encourage group members to blog articles related to medical industry in Sugar Land.*

## SERVICE LEVEL EXPECTATIONS

Program : Primary Industry Program	
Service (Activity)	Service Level Expectation
<b>Service: Competitive Positioning</b>	
Activity: Key Message Platform	Generate 3 key messages as they relate to recruitment, retention and quality of life annually.
Activity: Research	Generate statistical information monthly (available properties, CoStar data, retention survey results, demographics).
<b>Service: Competitive Factors - Incentive Recommendations</b>	
Activity: Future Business Park	Monitor prison closing and disposition status monthly.
Activity: Development Process	Develop and post a flowchart illustrating the development process on the website and in PDF format.
Activity: Incentives	Develop 3 case studies on successful incentive projects.
Activity: Sustainability Initiatives	Develop 2 case studies on successful "green" projects.
<b>Service: Tools</b>	
Activity: Economic Development Website	Update monthly to optimize search engine results and provide current data.
Activity: Communication Tools	Create a quarterly electronic newsletter to highlight department activities.
Activity: Analysis Models	Utilize Impact DataSource economic model to determine ROI and payback on incentive packages as needed.
Activity: Collateral	Create and publish City of Sugar Land aerial map for distribution.
Activity: Lead Sources	Gather information quarterly from site consultant lists, annual subscription for contacts from various sources and company lists.
Activity: Client Management	Utilize Executive Pulse contact management system for the department; update daily.
<b>Service: Cultivating Existing Industry Growth</b>	
Activity: Research	Maintain information on top 50 primary and largest employers and update monthly or as information is received from business visits.
Activity: Outreach Meetings	Conduct 20 face-to-face business visits annually.
Activity: Local Manager Roundtables	Conduct two local manager roundtables annually.

Activity: Training Partnerships	Conduct one Labor Survey annually and integrate workforce training questions to produce gap analysis.
Activity: Business Recognition Program	Conduct one business recognition event annually. Utilize ticket allotments and City Suite for ongoing recognition of existing industries.
<b>Service: Business Attraction Marketing</b>	
Activity: Media	Generate 5 news releases annually to regional and state channels. Generate a proposal for utilizing Facebook, LinkedIn and Twitter for Economic Development exposure.
Activity: Advertising	Publish ads in targeted local and national Economic Development publications.
Activity: Leverage Marketing	Partner with regional and state economic development allies (TexasOne, Team Texas, Greater Houston Partnership, CenterPoint Energy, Greater Fort Bend EDC ) on marketing and events.
Activity: Industry Specific Campaigns	Prioritize target industries and conduct two campaigns annually aligned with current marketing efforts.
Activity: Key Influencers – Regional Marketing	Conduct 5 business development networking events with regional site selectors and brokers through the use of the Constellation Field City Suite.
Activity: Key Influencers – National/International Marketing	Attend networking conferences (Area Development, International Asset Management Council, TexasOne, CoreNet) to meet with and interact with site location consultants.
<b>Service: Sales Program for Winning Projects</b>	
Activity: Company Direct Sales	Visit major prospects at current location or headquarters to better understand issues and needs. Develop customized proposals for all prospect leads. Complete comprehensive due diligence and financial analysis for all incentive package proposals. Conduct exit interviews with consultants or decision makers to identify areas of weakness in responses and packages. Generate 2 direct corporate recruitment visits per year (dependent on company's willingness to meet).
Activity: Key Influencer Sales Calls	Schedule and conduct regular quarterly visits with regional brokers. Conduct presentations to key broker offices during sales meetings. Schedule one-on-one informal meetings with top ten brokers in Houston region annually. Conduct outbound visits to site selectors and existing business headquarters through TexasOne marketing missions and professional development conferences. Participate in 3 recruitment missions (Texas One, Opportunity Houston) per year.
<b>Service: Health Industry Sector Strategy</b>	
Activity: Health Industry Cluster	Conduct one group listening session of Sugar Land's medical stakeholders regarding their needs annually.
Activity: Group Communications	Create LinkedIn group for Sugar Land Health Sector.
Activity: Position for Industry Leadership	Develop webpage for Sugar Land Health Sector and update quarterly with success stories.

## CORPORATION ADMINISTRATION PROGRAM

### PROGRAM SUMMARY

The Department has a broad range of administrative responsibilities. Corporation administration includes overseeing multiple boards & committees (4A, 4B, LGC, TIRZ #1, EDC) and assisting with preparation of budgets, coordination of agenda items, and the creation of quarterly and annual reports. The department is also responsible for agreement management for a multitude of incentive and development agreements as well as project management.

### SERVICES AND SERVICE LEVELS

#### Service: Corporation Administration

##### Activity: Type A/Type B Corporation Administration

*Efficient and effective administration of the Type A and Type B Corporations. This administration includes coordination of meeting agenda items, budgets, quarterly/annual reporting, and other administrative support.*

##### Activity: TIRZ #1 Administration

*Efficient and effective administration of TIRZ #1. This administration includes coordination of meeting agenda items, budgets, quarterly/annual reporting, and other administrative support.*

##### Activity: LGC Administration

*Efficient and effective administration of the Local Government Corporation. This administration includes coordination of meeting agenda items, budgets, quarterly/annual reporting, and other administrative support.*

##### Activity: Economic Development Committee

*Coordination of meeting items and presentations for Economic Development Committee.*

##### Activity: Agreement Development / Negotiations

*Project analysis, impact modeling, incentive recommendations and agreement negotiations for business relocations, development projects consistent with the City's objectives for diversification of revenue sources and destination attractions. Efficient coordination between entities and staff to insure a timely outcome and beneficial return from project.*

##### Activity: Agreement Management

*Monitor compliance with all lease, development and incentive agreements and initiate action when necessary. These include Type A / Type B contracts, chapter 380, tax abatements, and direct incentives.*

### Activity: Other Strategic Projects

Serves as City's liaison for development projects, taking a leadership role in the projects to provide accurate and timely information and make recommendations to achieve objectives of the City.

## SERVICE LEVEL EXPECTATIONS

Program: Corporation Administration Program	
Service (Activity)	Service Level Expectation
Activity: Type A/ Type B Corporation Administration	Meet established deadlines for submission of all items for the Type A and Type B Corporation meetings. Administration includes coordination of meeting agenda items, budgets, quarterly/annual reporting, and other administrative support.
Activity: Agreement Development / Negotiations	Timely and efficient coordination of agreements. Managed process for review by appropriate committees and leadership prior to consideration of agreements.
Activity: TIRZ #1 Administration	Meet established deadlines for submission of all items for TIRZ #1 meetings. Administration includes coordination of meeting agenda items, budgets, quarterly/annual reporting, and other administrative support.
Activity: LGC Administration	Meet established deadlines for submission of all items for the Local Government Corporation. Administration includes coordination of meeting agenda items, budgets, quarterly/annual reporting, and other administrative support.
Activity: Economic Development Committee	Coordination of meeting items and presentations for Economic Development Committee.
Activity: Agreement Management	Monitor compliance with all lease, development and incentive agreements and initiate action when necessary. These include Type A / Type B contracts, chapter 380, tax abatements, and direct incentives, Marriott Hotel and Ballpark leases.
Activity: Other and Strategic Projects:	Serves as City's liaison for development projects, taking a leadership role in the projects to provide accurate and timely information and make recommendations to achieve objectives of the City.

## RETAIL PROGRAM

### PROGRAM SUMMARY

The overall goal of the Retail Program is to increase retail sales tax revenues by providing support services for retail business retention and attraction.

By providing assistance to retail brokers and tenants to aid in the growth and retention of a robust retail business base we will increase sales tax revenues. Assistance includes acting as a data resource clearinghouse and as a liaison to other City departments as issues or challenges arise. Monitoring retail activity in an ever changing economy will be vitally important to keep up to date data available for retailer, brokers, and the citizens of Sugar Land. This effort falls directly in line with the City Council goal of **Strong Local Economy**.

## SERVICES AND SERVICE LEVELS

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### Service: Information & Referral

Quality retailers and aggressive commercial brokers need a one-stop information source when considering development or expansion in new markets. Decision-makers need quick and easy links to up-to-date critical information from demographics to available properties. The City's Economic Development Department should be the lead source for maintaining this information and sending a unified message on retail opportunities in Sugar Land.

#### Activity: Demographic/Economic Trends

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*Provide electronic data factsheets of key Sugar Land demographics, psychographics, sales per sq. ft. and retail gap information of interest to retailers.*

#### Activity: Site Finder

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*Create and maintain electronic inventory of key retail properties available with location, size, price, traffic, nearby anchors, etc.*

#### Activity: E-Newsletter

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*Provide quarterly fact-filled updates on new leases, store openings/expansions, upcoming projects, and community retail events.*

#### Activity: Broker Roundtable

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*Host quarterly breakfast meetings with the retail brokerage community to stay abreast of and help respond to market opportunities, issues and trends.*

#### Activity: Retail Visitation

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*Meet annually with Sugar Land's top retail sales tax generators/anchors (and more frequently with First Colony Mall management) to anticipate revenue changes and assist with retention or broker assistance to address challenges and opportunities.*



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**Service: Community Marketing**

Retail investor confidence and development-readiness are critically linked to community growth (housing and jobs), image, energy and destination attractions. In interviews and a recent focus group, Sugar Land brokers urged the City Economic Development team to stay focused on these strategic opportunities in providing a strong foundation for retail retention and expansion.

**Activity: Shop Sugar Land Website**

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*Continue to update and promote this key consumer marketing tool.*

**Activity: Retail Economic Impact**

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*Create a parallel community education and awareness program depicting the positive economic impact of shopping locally versus taking out of town. EX: sales tax/property tax revenues, salaries and wages, community infrastructure, goods and services and overall quality of life.*

**Activity: Retail Event Promotion**

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*Support and expand promotions to increase Sugar Land event and destination traffic and thereby, increase retail sales.*

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**Service: Retail Attraction Support**

As the retail vacancy rate rises and more big box space becomes available, it is imperative that the public and private sectors work together to fill the vacancies and target retailers that will be viable and sustainable in Sugar Land's high income, but value conscious marketplace. While the City of Sugar Land lacks the resources and capacity to lead retail attraction it is fortunate to have a large and savvy retail brokerage community to fill that role. Brokers need and want the City's help in conveying a positive business environment through streamlined regulations, open communication and understanding the local consumer marketplace.

**Activity: Permitting/Regulatory Support**

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*Act as liaison for a fast, efficient and flexible regulatory environment within City Hall.*

**Activity: Broker Marketing Assistance**

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*Support broker marketing activity with promotional material and positive, credible 'business friendly' messages from the City for retail and ICSC conferences and other key networking events.*

### Activity: Targeted Consumer Marketing

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*Conduct a survey to better understand the consumer needs and community interests of Sugar Land's diverse ethnic groups.*

### Activity: National Chain/Big Box Support

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*Be 'on-call' to assist with and provide City support for targeted retail recruitment of community retail anchors and nationals.*

### Service: Commercial Redevelopment Support

As Sugar Land attracts business to new high quality retail space, it must also be attentive to the condition and viability of established commercial centers. Sugar Land continues to grow at a rapid pace and commercial land is becoming scarcer, making it imperative that existing shopping centers remain competitive or redevelop into more productive uses. In addition, both within the community and beyond, smart growth development principles are being espoused that focus on 'live-work-shop-play' centers minimizing car trips and fuel usage. Several commercial centers/areas within Sugar Land are in need of significant refreshing or complete redevelopment including sections of the Eldridge Road corridor, frontage along U.S. Hwy 59 near Sugar Creek Blvd, and neighborhood center(s) at the SH 6 and Settlers Way Blvd intersection. During the January 2011 project work session with the City's Type A and Type B Economic Development Corporation Boards, it was **decided that the City would support a market-driven approach** to redeveloping commercial areas. Key steps for strategy implementation are highlighted below.

### Activity: Redevelopment & Design

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*Promote sale/lease properties on the Economic Development website and generate redevelopment success stories.*

### Activity: Property Owner Support

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*Support property owners and managers to enhance and improve their properties which may range from improved access and parking to façade improvements. Continue to provide quick regulatory and planning response.*

### Activity: Marketing

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*Promote properties for sale or lease on City's Economic Development website and publicize Sugar Land's redevelopment success stories.*

## Activity: Anchor Development

*Be 'on-call' to assist with and provide City support for attracting appropriate anchors for neighborhood centers and commercial corridors.*

### SERVICE LEVEL EXPECTATIONS

Program: Retail Program	
Service (Activity)	Service Level Expectation
<b>Service: Information &amp; Referral</b>	
Activity: Demographic/Economic Trends	Generate 4 PDFs to include demographics, psychographics, sales per sq. ft. and retail gap information.
Activity: Site Finder	Create and maintain electronic inventory of key retail property.
Activity: E-newsletter	Generate 4 e-newsletters to provide new leases, store openings/expansions, upcoming projects and retail events.
Activity: Broker Roundtable:	Host bi-annual breakfast meetings with the retail brokerage community to stay abreast of and help respond to market opportunities, issues and trends.
Activity: Retail Visitation	Meet annually with Sugar Land's top retail sales tax generators/anchors (and more frequently with First Colony Mall management) to anticipate revenue changes and assist with retention or broker assistance to address challenges and opportunities.
<b>Service: Community Marketing</b>	
Activity: Shop Sugar Land Website	Overhaul and promote this key consumer marketing tool by updating monthly.
Activity: Economic Impact	Create local retail impact analysis. Post on Shop Sugar Land and Economic Development websites.
Activity: Event Promotion	Support and expand promotions to increase Sugar Land event and destination traffic and to increase retail sales.
Activity: Housing Links	Demonstrate connection between retail and housing.
<b>Service: Retail Attraction Support</b>	
Activity: Permitting/Regulatory Support	Act as business liaison.
Activity: Intra-modal Transit	Support increased intra-city transit options connecting existing and future retail centers to other key areas of the community.

Activity: Broker Marketing Assistance	Support broker marketing activity with promotion material distribution and attendance at ICSC conference and other networking events.
Activity: Targeted Consumer Marketing	Conduct survey to better understand community needs and interests of Sugar Land's diverse ethnic groups.
Activity: National Chain/Big Box Support	Be "on-call" to assist with and provide City support for targeted retail recruitment of community retail anchors and nationals.
<b>Service: Commercial Redevelopment Support</b>	
Activity: Redevelopment & Design	Promote sale/lease properties on the Economic Development website (2013 will have this information also available on the Shop Sugar Land website).
Activity: Property Owner Support	Support property owners and managers to enhance and improve their properties which may range from improved access and parking to façade improvements. Continue to provide quick regulatory and planning response.
Activity: Marketing	Promote properties for sale or lease on City's Economic Development website and publicize Sugar Land's redevelopment success stories and update monthly.
Activity: Anchor Development	Be 'on-call' to assist with and provide City support for attracting appropriate anchors for neighborhood centers and commercial corridors.

## TOURISM PROGRAM

### PROGRAM SUMMARY

The goal of Sugar Land Tourism Marketing is to increase the number of visitors and their length of stay in Sugar Land in support of retail, service and hotel businesses and to ensure the success of Sugar Land's existing and planned Destination Activity Centers.

In 2011, the Sugar Land City Council approved a 5-Year Strategic Roadmap for Economic Development which included the establishment of a Tourism Program intended to generate overnight visitation to Sugar Land by attracting meetings, events and leisure travelers to the City. Major components include developing a brand, marketing program & supporting marketing materials aimed at generating increased overnight visitations to the City.

For the three-year pilot program, efforts will be focused on Branding & Marketing. This program will:

- Build awareness of City of Sugar Land among travelers
- Provide marketing and support for events that are consistent with the City's Tourism Mission and Brand
- Establish collaboration & connectivity between destination drivers

- Identify the City of Sugar Land Visitor Economy and set performance measures
- Solicit Meetings, Groups and Conventions to convene in the City of Sugar Land

The Tourism Marketing Program aligns with the City's Vision 2025 Objectives via marketing of the City's hotels, destination activity centers, conference center, local events and area attractions. The specific Objectives supported by the Tourism Marketing Program include:

- Objective 4: Development of Four Destination Activity Centers – Major Community Focal Points and Regional Destinations: Town Center, Brazos River Park, Entertainment District, Imperial Area
- Objective 10: Multiple, High Quality, Full and Limited Service Hotels for Business Travelers and Visitors
- Objective 14: Business-Friendly Environment and Reputation

## SERVICES AND SERVICE LEVELS

### Service: Brand the Sugar Land Visitor Experience

To be competitive for visitor attraction, Sugar Land must be able to distinguish itself as a one-of-kind desirable destination. Sugar Land is actively developing significant visitor destinations and draws including the Houston Museum of Natural Science, the professional minor league baseball stadium and other planned entertainment venues. It also has a strong mix of lodging and shopping choices. Now the City is ready to package its destination products and experiences with a cohesive brand that will embody the 'promise, personality and essence' of Sugar Land for visitors. A strong brand will provide the City's economic development marketers with a strategic focus for decision making and a strong consistent identity for consistent messaging.

### Activity: Asset Mapping

*Inventory key and unique assets to build brand case with key stakeholders. Continually update information as new tourism partners emerge.*

### Activity: Brand Identity:

*Create overall theme, name and identity to pull together marketing for stakeholders and City. Involve key constituents in Discovery & Research phase.*

### Activity: Key Messages

*Update and establish key messages as they relate to quality of life and destination activities for leisure visitors and meeting planners.*

### Activity: Identity Standards:

*Create and implement consistent standards for design or 'the look' (logo, color, and placement) that support brand clarity. Monitor Sugar Land's media presence to ensure consistency of identity standards.*

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**Activity: Communicate Brand**

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*Communicate and distribute brand elements to key constituents/stakeholders who are also promoting Sugar Land. Work with industry partners to present a united front and consistent messages.*

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**Service: Marketing Kickstart**

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Activating Sugar Land's brand through integrated marketing communications is critical to generating results. Sugar Land has a growing visitor product mix but very few marketing materials and information outlets to create awareness and increase visitors. There is no central location for visitor information; few rack cards, no map/information boards and no web presence. To begin to be noticed in the highly competitive tourism industry, Sugar Land will have to start from scratch to create awareness of its product offerings with local placement of promotional materials, cross marketing with existing events/venues, developing media relations and penetration of the sizable Houston market.

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**Activity: Website:**

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*Create VisitSugarLand.com web portal to be a 'one stop' online visitor information source on lodging, dining, events, activities, maps, shopping, etc. Increase unique visits to 100 per month within 6 months.*

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**Activity: Visitor Guide**

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*Develop a simple brochure to appeal to all visitor target markets.*

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**Activity: Package Experiences:**

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*Based on Sugar Land's determined brand, target markets and established/future product offerings, develop packages of activities and experiences that can be promoted in the near term (3-5 years) and over the next decade.*

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**Activity: Event Calendar**

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*Create a visitor events calendar for activities throughout the community (electronic and rack card for cross-marketing).*

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**Activity: Distribution**

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*Develop and maintain distribution system (local, regional, state) for visitor information starting with local public gathering places (City Hall) and key businesses (hotels).*

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**Activity: Media Outreach**

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*Prepare visitor market media database and press kit with key messages that convey.*

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**Service: Hotel & Meeting Target Marketing**

Business and meeting travelers make up a significant portion of lodging demand. Capturing more traffic from this target market is a ‘low hanging fruit’ or easy win for increasing visitation and HOT revenues. Sugar Land has numerous built-in assets for promoting itself as a meeting destination. Among its strengths are nearly 3,000 local businesses, excellent access, quality built environment, the University of Houston, proximity to Houston, nearly 1,200 hotel rooms in seven properties.

In order to effectively compete in today’s visitor and meetings market; it is imperative that Sugar Land participate in social media activities including Facebook, Twitter and LinkedIn. These services are not only recommended in the Economic Development 5-Year Strategic Road Map and Tourism Marketing Plan; they are crucial for the competitive and timely promotion of events and activities of visitor interest. The instantaneous nature of these services allows for last-minute distribution of details in addition to our traditional media. Additionally, communication tools like quarterly newsletters and blogs targeting leisure travelers, meeting planners and are necessary to reach today’s consumer. Due to IT limitations regarding Groupwise, these activities are not feasible at this time.

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**Activity: Group Sales Activities**

*Implement a meeting planner awareness campaign to draw group business and increase top of mind awareness about Sugar Land as a great meeting destination.*

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**Activity: Business to Business Activities**

*Target Sugar Land businesses and government, association, religious, social, business and sports organizations to increase the local meeting and event activities and spending.*

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**Activity: Electronic Meeting Planner Guidebook**

*Prepare Sugar Land meeting guide to include snapshot of accommodations, unique and traditional meeting venues, dining, shopping, recreation/golf and other escapes (spas, art, etc.), as well as client services available in town—from catering to photography.*

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**Activity: Print / Online Advertising:**

*Purchase page advertising in select publications targeting meeting planners and Texas/US business markets.*

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**Activity: Meetings & Events Blog**

*Post information on current / upcoming events, photos, video testimonials, tour highlights, special offers and related information.*

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**Activity: Social Media**

*Develop / maintain Facebook page, LinkedIn and Twitter accounts to promote meeting activities.*

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## SERVICE LEVEL EXPECTATIONS

Program : Tourism Program	
Service (Activity)	Service Level Expectation
<b>Service : Brand the Sugar Land Visitor Experience</b>	
Asset Mapping	Complete inventory of area attractions, meeting spaces, events, and other places of interest to visitors. Capture data in CRM database for use in website and publications. Update information monthly.
Brand Identity	Work with advertising agency to create overall theme and identity to pull together marketing for stakeholders and City. Incorporate brand into all aspects of visitor marketing. Monitor representation of Sugar Land in tourism media & partner advertising.
Key Messages	Create 3-5 key messages representing Sugar Land's destination appeal to leisure visitors and meeting planners.
Identity Standards	Based on branding, create and implement consistent standards for design or 'the look' (logo, color, and placement) that support brand clarity. Monitor Sugar Land identity in the market.
Communicate Brand	Communicate and distribute brand elements to key constituents/stakeholders who are also promoting Sugar Land. Encourage Sugar Land tourism stakeholders to utilize branding consistently in order to achieve brand recognition for the city. Host quarterly Tourism Stakeholder Roundtable Meetings.
<b>Service: Marketing Kickstart</b>	
Website	Utilize VisitSugarLand.com web portal as a 'one stop' online visitor information source on lodging, dining, events, activities, maps, shopping, etc. Increase unique visits to 500 a month within 6 months. (Website to be launched by the end of FY12.)



Visitor Guide	<p>Develop a 4”X9” visitor guide to appeal to all visitor target markets by end of calendar year 2012. Listings will include hotels, attractions, events and maps.</p> <p>Increase distribution of Visitor Guides to 50 per month within 6 months of publishing.</p>
Package Experiences	<p>Based on Sugar Land’s determined brand, target markets and established/future product offerings, develop packages of activities and experiences that can be promoted in the near term (3-5 years) and over the next decade.</p> <p>Work with hotels to establish at least 5 packages based on key events such as New Year's Eve, Sugar Land Skeeters and Sugar Land Wine and Food Affair.</p> <p>Promote packages on website, newsletter and other marketing means.</p>
Event Calendar	<p>Manage visitor events calendar for activities throughout the community (electronic and print versions for cross-marketing). Primary calendar will be housed online. Printed copies will be made available for groups.</p> <p>Increase number of events listed to 50 within first year.</p>
Distribution	<p>Work with 3<sup>rd</sup> party distribution company to distribute rack-sized visitor guide locally, regionally, state-wide.</p> <p>Ensure distribution of visitor guide through TxDOT Travel Information Centers.</p> <p>Follow up on individual requests and advertising reader response within 48 hours.</p> <p>Distribute 50 visitor guides per month upon publishing.</p> <p>Track all distribution and collateral requests monthly.</p>
Media Outreach	<p>Prepare visitor market media database and press kit with key messages including sample itineraries and story ideas.</p> <p>Contact 1 travel writer per month.</p> <p>Host 3 travel writers within the year.</p> <p>Generate 5 media leads for tourism stakeholders.</p> <p>Secure 2 stories within the year. Measure media value based on ad equivalency.</p>

<b>Service: Hotel &amp; Meeting Target Marketing</b>	
Group Sales Activities	<p>Implement a meeting planner awareness campaign to draw group business and increase top of mind awareness about Sugar Land as a great meeting destination.</p> <p>Host 3 events at Constellation Field. Host 2 familiarization tours or site visits.</p> <p>Generate 15 meeting leads to hotel &amp; attraction partners.</p>
Business to Business Activities	<p>Survey Sugar Land businesses and City Hall employees regarding affiliations with associations and religious, social, business and sports organizations that regularly host meetings that utilize hotels. Coordinate with Assistant Director for inclusion in Retention Survey.</p> <p>Follow up on potential leads and distribute leads to Tourism Stakeholders.</p>
Electronic Meeting Planner Guidebook	<p>Prepare Sugar Land meeting guide to include snapshot of accommodations, unique and traditional meeting venues, dining, shopping, recreation/golf and other escapes (spas, art, etc.), as well as client services available in town—from catering to photography. Complete by March 2013.</p>
Print / Online Advertising	<p>Purchase advertising in targeted publications focused on meeting planners and Texas/US business markets. Publications to include: Houston Official Visitor Guide, Houston Meeting Planner Guide, MAP Houston, Texas State Travel Guide, Texas Tour &amp; Meeting Guide, Texas Monthly and other publications/online media.</p>
Meetings & Events Blog	<p>Post weekly information on current / upcoming events, photos, video testimonials, tour highlights, special offers and related information.</p>
Social Media	<p>Work with Communications to create Visit Sugar Land, TX Facebook and Twitter pages. Increase both Facebook and Twitter followers to 100 by end of year.</p>

## DESTINATION DEVELOPMENT PROGRAM

### PROGRAM SUMMARY

Sugar Land has made good progress on developing attractions to draw visitors from outside the local community. The Museum of Natural Science and the Sugar Land Skeeters/Constellation Field are unique destination attractions. To become competitive in the regional and state visitor industry, it is imperative that Sugar Land continue to plan and develop additional distinctive, high-quality attractions.

### SERVICES AND SERVICE LEVELS

#### Service: Destination Development

##### Activity: Concert Venue

*Complete conceptual planning, development and lease agreements, and land acquisition*

##### Activity: Hotel/Convention Center

*Complete Convention Center Market Analysis and Feasibility Study, map out the steps needed, timeline, and collaborators to develop a hotel/convention center over the next decade.*

### SERVICE LEVEL EXPECTATIONS

Program: Destination Development	
Service (Activity)	Service Level Expectation
<b>Service: Destination Development</b>	
Activity: Concert Venue	Complete conceptual planning, development and lease agreements, and land acquisition.
Activity: Hotel/Convention Center	Map out the steps needed, timeline, and collaborators to develop a hotel/convention center over the next decade.